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The Office of Sustainability

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Introduction:

What makes a sustainable city? There are three critical elements: a healthy environment, a thriving local economy and a high-quality social climate.

The secret is keeping a balance between these three ideals. The difficult part is putting the ideals into practice in a way that is consistent.

As we move into the new decade and beyond, Chattanooga, like all cities, faces some very formidable challenges. These challenges will tax our creativity, our growth, our expanding population and our abundant natural resources.

Virtually all of the increase in world population that occurs in the next 40 or 50 years will occur in urban areas. In 2004, world population increased by 76 million people. Three million was in the industrialized world and the remaining 73 million was in developing nations. The total urban population increased by 64 million people that year.



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If we go back 200 years, urban population was around 3 percent. One hundred years ago it was 14 percent and by 1950 it was close to 30 percent. According to the United Nations, in 2030, 61 percent of all people will live in urban areas and the rural population in that year will be smaller than it was in 1995. Every week, over one million people are leaving the country and moving to the city.

Regardless of the myths about living close to the land, cities are where human beings have the lowest ecological footprint. It takes less energy, wood, material, and food to provide a good life for a person living in a city versus living in the country.

On the other hand, many cities are viewed as ecological sinkholes, sucking up the natural resources of the countryside. However, cities can become an ecological ark, places where humanity gathers, while the city grows in population and develops ecological intelligence for a new kind of civilization. Cities were certainly not seen as the best strategy for our long-term survival and well-being, however, that is exactly what they're becoming.



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The viability of the urban environments, however, is not a given. Demand on resources is growing faster than the population and our climate, oceans, and ecosystems are seriously challenged. We must find creative and practical ways to use fewer resources. The task before us is building urban arks that are equipped to navigate the uncertainties and the demands of the coming decades.

Today's cities have to be redesigned, re-imagined, and reconsidered. The sustainable city is a place that interacts with its region and resources in a symbiotic way, increasing the quality of both environments.

In many respects, Chattanooga is well ahead of the curve. In 1969, this city earned the distinction of being labeled the "dirtiest city in America." Thanks, however, to motivated residents, community leaders and local government, Chattanooga Venture was formed in 1984 and with 40 goals and a dream this group turned the city into one of the greenest in America. In the mid to late '90s, Chattanooga was cited as being "a model for the nation and the world."

That effort continues today and community support and input are vital to the success and relevance of the proposed Site.



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Section I

That effort continues today and community support and input are vital to the success and relevance of the proposed Site.

1.1) Facilitation

Within the community there are "circles of influence," churches, schools, universities, corporations, small businesses, professional organizations, neighborhoods or community groups, etc.

Identifying and involving the right people in these various circles is crucial to the success of community outreach. Anyone with a stake in the Sustainability Plan should be involved. Success will depend on involving a mix of people and organizations in forming these critical partnerships.

Finding people to play a number of roles is essential. The roles will revolve around six key areas: *technical, leadership, communication, education, political liaison and public policy*. In some cases, people who live outside the community's boundaries may still have an important role to play because they will benefit from or impact the community.

There are also three distinct groups, which must be taken into consideration:

- Those who are both affected by and interested in environmental protection
- Those who are affected but not interested.
- Those who not affected but are interested.



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Each group has different concerns, priorities and different points of view, but this diversity of opinion and interest is not only essential to forming lasting and influential partnerships but will determine the success of the plan and the popularity, relevance and continuing momentum and reach of the new Web site.

So, who are those partners and what are their potential contributions?

Potential Partners:

Contributions:

Media

Coverage of events
Human interest stories
Understanding of local info needs
Ability to get info quickly

Financial Institutions

Influence over management decisions
Linkage with landowners
Prestige for partnership
Funding for programs

Businesses & Industries

Distribute information and influence decisions
Sponsor field days/demonstrations
Donate equipment and services
Funding for programs



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Landowners & Managers

Trustworthy information sources

Role models

Peer pressure

Environmental &
Conservation Groups

Knowledge of environmental constituencies

Awareness of problems and issues

Committed and knowledgeable memberships

Students

Influence over efforts in the future

Time and energy for repetitive tasks

Teachers

Influence over values and beliefs

Ability to shape future generations

Source of information

Women's Groups

Influence over family decisions

Interest and concern for health issues

Ability to mobilize and motivate members

Religious Leaders

Commitment to stewardship

Ability to appeal to higher values

Credibility in community



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Retired People

Time and talent for teamwork
Understanding of local conditions
Credibility in the community

Civic Organizations & Non-Profits

Ongoing program activities
Interest in and concern for the community
Fund-raising skills

Building these partnerships and sponsorships should begin with developing a clear sense of purpose, which is incorporated into a concise and clearly worded statement that defines goals and responsibilities. The statement will serve as a yardstick for decision making and measuring progress. The steps included in drafting such a statement are:

- Ask for ideas from all partners
- Discuss each of the ideas and draft the statement
- Revise the draft based on all group discussion

The key is keeping the statement general enough to encourage widespread support, but specific enough to identify goals and measure progress.

The group should set both short and long-term goals. The goals should include general strategies, such as increase community support for sustainability practices. Goals for more specific activities should be identified as well, such as publishing a series of newspaper articles, planting trees, riding bikes to work, etc. A time frame needs to be established and adhered to in terms of accomplishing the varying objectives.



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Once goals have been agreed upon the group will be tasked with:

- Defining the job and discussing how it's going to be accomplished
- Deciding what information to gather
- Discussing concepts and issues
- Making a list of possible barriers

Individual teams will need to be formed to deal with a specific area of responsibility, such as finance, media, landowners, etc. These teams will nominate a team leader and each team will be assigned specific tasks, which they have to accomplish in a given timeframe.

As partnerships are formed, the opportunity for sponsorships will begin to present themselves. There is an opportunity to establish close alliances with any and all related businesses, government services, schools, churches, etc. that directly impact Chattanooga's green footprint. Restaurants, hotels and motels, dealerships, municipal transportation (buses, automobiles), corporate buildings, all of them have a direct and immediate impact on the success of sustainability. The city should start a program to certify all these entities and when they qualify they are listed on the Site and we in turn are listed on their Sites. It's creating a sense of synergy and harmony with those who support and contribute to a greener Chattanooga.



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1.2) Planning

Please see (Attachment A) titled (*Open Project*) for reference to general timeframe for the completion of the Web site. For planning on strategy sessions and how best to gather data refer to the (*Discovery Methodology/Phase*) in Section IV under "Vendor Information." As to positioning of the Site in the market please see (*1.5 Marketing*) in this Section.

As to obtaining a URL, we have developed a unique domain name for the Site and have secured the suffixes .com and .org.

1.3) Web site Development:

EPB 2010 Annual Report

1. EPB wanted a digital version of their annual report to cut down on waste and promote their green initiative
2. They wanted to focus on all of the cutting edge products and services they were offering throughout the city
3. We concepted a 3-D guided tour which would allow the user to fly through the city and make stops along the way that focused on and explained EPB's technology
4. Each stop turned from a 3-D wireframe into a fully rendered photo with a floating TV screen. Once you clicked on the screen, you would find additional information and images about EPB and their offerings



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5. Interesting movement and animation kept the presentation involving and engaging
6. Much of the tour revolved around Chattanooga being a futuristic and green city that is here today
7. We accomplished this by designing and building the project using Adobe's Flash 10 with the Papervision 3-D plug-in.

BVI Educational Website

1. BVI wanted to create online educational programs for elementary school students, so they could learn the history of TVA and the effect it has had on our society.
2. We created an interactive presence that was both engaging and informative and encouraged students to dig deeper so they could learn more.
3. The Web site needed to be accessible to all schools which required special consideration for content management. Many schools block streaming video services such as YouTube, so we used a Streaming Partner that would serve up video to schools as well as being compatible with mobile platforms.
4. The Web site contained interactive maps that identified all the different plants and dams that TVA uses to generate energy and information at each location.
5. The Web site contained photos and videos for lesson plan research and answers to the lesson questions.



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Other Elements To Be Considered:

Videos:

Videos can easily be included on the. Maycreate recommends that a special streaming partner is used so the videos can be accessed on multiple platforms.

Using a streaming partner will ensure that videos are streamed at a bit rate that is acceptable to the bandwidth available as well as platforms that may not be compatible with Flash such as the iPhone and iPad.

Animations:

Maycreate recommends once again that animations be served up as videos so that they will be compatible with mobile platforms.

Green Report Card:

This can easily be implemented into site – See “Take Back My Time” example.

Tests:

See “Take Back My Time” example

Additional Features:

Surveys, polls, newsfeeds, forums, features, and contests can easily be integrated with pre-built open source software in order to minimize costs. These can also be implemented in the Social Media and Newsletter initiative. See Below.



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Social Media/Newsletter Components:

Maycreate recommends an initial Social media plan that might include a fan page as well as Facebook Apps that link back to email Newsletters which encourage participation and foster Brand recognition. Newsletters should be sent out monthly with the plan to create one Facebook App. Surveys, polls, and contests are sometimes better accomplished on Facebook and through emails rather than in the Web site itself, due to the larger audience, familiarity and popularity of the Site.

User Generated Content:

Any user-generated content is best accomplished through Facebook.

For examples of 3-D projects we've designed and developed follow these links.

<http://www.epb.net/media/flash/annual-reports/2010/>

<http://www.epb.net/media/flash/annual-reports/2009/>

1.4) Web site Maintenance

Website maintenance will be structured as a monthly retainer, which is billed at a discounted hourly rate. This will ensure that monthly updates and maintenance are monitored, promptly addressed and completed each and every month. This process will also take care of "first in line" support for any issues that arise during this time period that need immediate attention.



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Standard maintenance includes nightly backups of all Web site data to a designated remote server, as well as any Web site software updates. These consistent updates will make sure that the Site remains current with all compatibility and security upgrades.

Maintenance will be performed on the Web site and the website software only.

Maycreate will not be responsible for the server administration, unless requested by the client. The Web site will have archival capabilities for older articles and news. This can be accessed via the CMS and unpublished, downloaded or re-published at any time.

1.5) Marketing

It appears that few if any medium to large-size U.S. cities have elected to initiate and complete a project of this magnitude or depth. Most have incorporated a sustainability section into their existing general Sites. This makes the city of Chattanooga a pioneer in the arena of stand-alone municipal Web sites devoted to sustainability. Developed, supported, marketed and sustained in the right way, Chattanooga could become a model for the country. Therefore, it is imperative that only a firm or firms with appropriate and extensive experience be considered for such a sizeable and all-encompassing task.

Building an effective and comprehensive marketing plan and positioning strategy should not be seriously undertaken without first conducting some concrete and insightful market research. It is also imperative that there be detailed discussions and strategy sessions with the client. There are many things that need to be identified and questions answered before such considerably important documents are drafted and approved by both client and agency.



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There are also multiple audiences to consider, including external (citizens, visitors) and internal groups (city employees). The psychographics (personality, values, attitudes, interests, lifestyles, cultural/generational differences and touchstones) and the underlying demographics (age, gender, income, etc.) will carry significant weight when it comes to market segmentation and determining just how we message and reach such a wide variety of audiences.

In essence, we are Branding a new product – something that hasn't existed before. We must understand those who are going to be accessing the Site to ensure that we not only reach them, but capture their attention and interest with messaging and media that is unexpected and unanticipated. The topic is a controversial one in some respects and there are differing scientific opinions on climate change and its impact.

Because of that fact, first and foremost all messaging must contain the element of believability. It must have the "ring of truth" about it and it must challenge or engage our multiple and differing audiences with an idea that is *unique, ownable and relevant*. Those are the three qualities any successful Brand must cultivate and maintain. If it is to be a Brand with staying power, integrity and memorability. Without each of those traits the Brand will eventually fail.

Marketing should not be confused with Branding nor vice versa. Branding is the first thing that must be tackled. For Branding, will determine the direction and the approach of all the marketing efforts. It will establish a unique and distinct voice for the Brand. It will lay the groundwork for assembling a Brand personality — for giving the Brand a face and an unforgettable point of differentiation. We know *some* things about the Brand's qualities and personality. It is probably virtuous, concerned, determined, among many other things. But we've only scratched the surface. There is so much more to be learned.



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Positioning is figuring how we fit into the marketplace and into our category. Finding the right positioning entails asking a number of questions, such as: *Who are you? What makes you special? If you were an animal, what would you be? What kind of automobile would you be? What is your core purpose? Your core values? What is meaningful about you?* Much of this is revealed in our extensive Discovery Session.

Once the plans and strategies are in place, we begin the creative execution phase, followed by production and eventually media recommendations and placement. Media choices will play a huge role in the success of the initial launch and the early efforts to build awareness and encourage increasing visits.

Media costs will be heaviest in the beginning phase, the first three to four months. Media buying will be structured on a sliding scale. These are rough figures, but the first month would be \$40,000, second month, \$35,000, third month, \$25,000 and the budget would drop \$5,000 a month for every month thereafter 'til we reach the end of the first year. Media selection is critical to the overall success of the launch and the continuing exposure. Utilizing media that has a direct link or association with the community's environment increases the impact and visibility of the campaign. Here are some initial thoughts:

- Construct Green Kiosks and place them in high-traffic areas, in or around buildings with low carbon footprints, like Hamilton Place. Make the kiosks interactive so the public can interact with them and the new Web site, where they can explore facts or make suggestions
- Post unexpected transit posters on buses and at bus stops.



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Bumper stickers for environmentally friendly automobiles, bicycles as well
T-shirts for runners with some clever line or reference to clean air

Develop a green certification sticker that will be placed in buildings, places of business, churches, schools, non-profits, etc. for their green initiatives

The key is seeing a consistent message with consistent colors, typeface, a universal tag line and the messaging is placed in or on media associated with the environmental improvement.

Social marketing and media will play one of the largest roles in the media/advertising mix. There will be daily posts to a Facebook page and Twitter, but they will contain valuable and in many cases surprising information or discoveries. They will celebrate milestones, achievements, and progress. The challenge to the agency will be to engage the reader, somehow catch them unaware or intrigue and attract them with some fascinating fact or question that will require our audience to visit the Web site in order to find the answer.



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Section IV

Vender Information

Size of organization:

The senior staff at Maycreate Idea Group consists of five individuals in the Chattanooga office. In Nashville, there is a senior project manager, four staff designers and 53 developers.

Number of support personnel in organization:

There are four designers and producers in Nashville, as well as 53 developers.

A copy of the organizational chart:

(See Attachment B)

Number of years in business providing similar applications:

We've been providing clients with similar applications for nine years.



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A reference list of clients who have used our Web site design services:

Bridge Consulting International

Contact: Jenny Whitener, CEO

Phone #: (404) 352-2222

CapitalMark Bank

Contact: Craig Holley, President

Phone #: (423) 756-7878

K2 Industries

Contact: Tim Piersant, CMO

Phone #: (423) 618-4848

Allied Arts

Contact: Dan Bowers, President

Phone #: (423) 756-2787

Bevis Rope

Contact: Jack Kruesi, President

Phone #: (706) 866-4954 X216

On Point

Contact: Lesley Searce, Ex. Dir.

Phone #: (423) 899-9188

A client list including those using products recommended by us:

Bridge Consulting International

Contact: Jenny Whitener, CEO

Phone #: (404) 352-2222

CapitalMark Bank

Contact: Craig Holley, President

Phone #: (423) 756-7878

K2 Industries

Contact: Tim Piersant, CMO

Phone #: (423) 618-4848

Allied Arts

Contact: Dan Bowers, President

Phone #: (423) 756-2787

Bevis Rope

Contact: Jack Kruesi, President

Phone #: (706) 866-4954 X216

CFCG

Contact: Pete Cooper, President

Phone #: (423) 265-0587



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On Point

Contact: Lesley Searce, Ex. Dir.

Phone #: (423) 899-9188

A list of all State, County or Municipal government clients who have used your services and links to the corresponding Web sites:

City of Chattanooga

Well Advantage Program

Karen McMahon (423) 425-6415

www.chattanooga.gov/Personnel/35_Wellness.htm

Samples of previous work, including a wide variety of styles:

(See the enclosed CD)

A firm timeline for implementation:

(See enclosed CD)

A project start date commitment:

We are ready to proceed on the project **as soon as the contract is awarded**. We will have people, systems, resources, contact information, Project Manager, designers in place and ready to go.



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A resource availability date commitment:

Resources will be available and up to speed **the date the contract is awarded.**

Complete references supporting the potential vendor's Project Manager:

Jonathan Bragdon

• President/CEO

Tricycle, Inc.

3001 Broad Street, 2nd Floor

Chattanooga, TN 37408

423-648-6480

Chuck Crowder

Sr. Copywriter/Marketing

Blue Cross Blue Shield of Tennessee

801 Pine Street

Chattanooga, TN 37402

423-227-1197

Pat Buckley

Creative Director/Partner

The Johnson Group

436 Market St.

Chattanooga, TN 37402

423-756-2608



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Detailed information on vendor's "Discovery" Methodology:

The Discovery Day, which we often refer to as "D-Day," is one of the most critical and important steps in the Branding, marketing and development of all client projects and relationships. This is where we get to know everything about the Brand. What makes it unique? How is it to be perceived? What is its personality? If it were a famous person, who would it be?

We explore all aspects of the Brand—inside and out. But, before we get started with our process, just what is a Brand? A Brand is defined as "a set of feelings or convictions that surround a company, product or service." So, it's not what a person "knows" about your Brand, but what a person "feels" about your Brand that creates a set of beliefs and convictions and determines whether or not this person becomes a loyal and trusting follower.

We will also explore the three properties that must be inherent in your Brand if it is to succeed. They are Unique, Own Able and Relevant. In other words, if a Brand is not unique or doesn't contain certain characteristics that no other Brand can lay claim to or does not continue to have relevance and purpose in this rapidly changing marketplace, it will cease to be a Brand.

So, let's get started. We begin the session with introductions and we ask each person in the room to tell us something interesting or unexpected about him or herself. This sets the stage for the direction of the process, indicating we want to get beyond the surface or superficial qualities of the Brand. We want to discover those things that will surprise people, captivate people and convince them to become loyal and trusting followers and in turn tell others about us.



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We will search for Key Discoveries utilizing a series of questions that are designed to analyze each and every aspect of the Brand, it's audience and the environment in which it must compete. For example, "What's going on in the category? What's new? What's changing? How does your audience perceive you? How do you perceive your audience? Do you have any hidden assets you want to leverage? Are there any competitive advantages? What are your values? What is the core purpose of your organization? What are your primary and secondary Brand touch points?" and so on.

We work in front of a large white board where your responses are recorded. Detailed notes are taken separately, as well. As soon as the white board is filled with information, it is photographed, erased and we move on to the next question. The object is to come away with enough information from which we can organize and formulate an effective and proprietary marketing plan that will help us strategically position your product or service in a way that makes it stand apart.

The marketing plan or document will address our objectives, both short and long term. It will also focus on the Brand's various dimensions, it's current and future Brand personality, the opportunities or problems going forward, the Brand's key discriminators and motivators, the Brand's assets and its liabilities and much more.

The second essential document that will evolve from Discovery is the creative brief. This not only provides a unique direction for all creative exploration, but is designed to inspire and motivate unexpected thinking and solutions that result in work that gets noticed and remembered.



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This brief will contain a concise statement of the problem or opportunity the advertising must address. A rich description of the target audience we have to reach. The key response we want from the advertising. Any information attributes that will help us produce that key response. And what do we want people to do as a result of the advertising. After that, the process of creative exploration begins.

Specific examples of navigation vendor considers to be "clear and intuitive:"

Our team has worked on a number of excellent examples of Sites with "clear and intuitive" navigation. Here are three examples:

www.usxjobs.com

www.currentsofchange.net

www.rubytuesday.com

Top 10 Rules for Municipal Websites:

1. Clean, easy navigation
2. Good search capability
3. Rotating promotions of services/announcements
4. Search engine optimized
5. Easy links to Help/FAQ/Support
6. Great design that represents the municipality well
7. 503c access for the disabled
8. Regular updating of information/news



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9. Compatibility with current browsers and mobile platforms

10. Sensible hierarchy of information

Bottom 10 Rules that should NOT be done on a Municipal website:

1. Too much information and clutter on pages. Information should be concise and easy to navigate.

2. Use of too many simultaneous interactive components that compete with each other, causing the user to lose focus and interest

3. Content that is outdated

4. User feedback that isn't participated in (i.e. polls, forums, etc. that have no participation)

5. Customer support that isn't answered within 24 hours

6. Capturing any personal information without the proper SSL security

7. Improper infrastructure of the software such as not doing daily backups and not having 3 stages of the website - Development, Staging, & Live

8. Content that is not served at different bandwidth levels or with pre-loaders to accommodate slower connections and mobile devices

9. Improper use of technologies in lieu of sticking with proper web standards that are friendlier to the end user and certain devices.

10. Using contrasting colors and fonts that are difficult to read



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Qualifications and Experience:

A.) General Experience

The team assigned to this project has well over 60 years of combined experience in Web design and development, Branding, as well as advertising and marketing. Our project manager, *Aaron Hoffman*, started and owned an interactive agency that produced an animated series titled, *Jonni Nitro*, which is still optioned on the shelf in Hollywood to be made into a major motion picture. Aaron also worked for a startup company that was building a nationwide network for streaming media. Not only did Aaron perform Web design, but he worked with a variety of programs, including QuickTime, Windows Media and Real Player to deliver media for such companies as Apple, Major League Baseball and the Trinity Broadcast network. Most recently, he was Director of the Interactive Department of the Johnson Group. There he integrated and developed social marketing, banner advertising, email campaigns, Apps and more into the traditional forms of advertising, increasing the ability and effectiveness of the agency's marketing efforts for major clients.

Brian May, president and senior creative director of Maycreate, has been creating and managing the advertising, marketing and sales promotion functions for a number of the world's most recognized brands for more than 18 years. Those brands include: BMW, Black and Decker, Olan Mills, Sprint, Volvo and Hardee's.



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In a short year's time, Brian turned the streaming media start-up st3 into one of the most recognized brands in the industry. Just prior to opening Maycreate in 2001, Home Shopping Network founder Roy Spear asked Brian to establish overall marketing, branding and advertising strategies for The Marlin Group, a \$3 billion company, and its 28 affiliated companies. He was appointed Chief Branding Officer because of his efforts and knowledge.

Brian is also an award-winning designer who has designed, developed and launched well over 50 Sites for clients throughout the southeast, east and west coast. Many of the Sites involved complex applications and navigation challenges that had to be solved and implemented.

After 25+ years as a copywriter and creative director with one of the world's largest and well-known ad agencies, J. Walter Thompson, *Monty Wyne* wanted to downsize and Maycreate wanted to upsize. It was the perfect fit. His experience on large, international brands, like Northern Telecom, The Ford Motor Company, Craftsman Tools, and the United States Marine Corps, strengthened Maycreate's branding and marketing abilities.

His unusual grasp of marketing strategy and intuitive creative abilities make for a powerful combination when it comes to developing work for clients. He always looks for the unexpected and is a tireless perfectionist when it comes to copywriting and execution. He has written content for numerous Web sites, covering categories and subject matter from technology to electric motors to telecommunications to the making of Marines. His work has been honored with numerous creative and marketing awards, including Clios and EFFIES (awarded for a campaign's marketing effectiveness), as well as a Bronze Lion from Cannes for work done on the United States Marine Corps.



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Glen Austin started building HTML-based Web sites by hand in 1997. Since then, his experience has evolved into perfecting non-linear digital video editing systems, as well as developing Digital Rights Management solutions for clients selling streaming content over the Web, and building solid custom technical solutions focused on Web applications.

In 2004, Glen built start-up Smart Furniture's technological infrastructure and customized a front-to-back e-commerce fulfillment process. In 2006, Glen became proficient in the methodologies of Search Engine Optimization (SEO) and joined Maycreate as our senior interactive director and IT head. Glen ability and mastery of a number of programming languages, including HTML, PHP, CSS and Java Script, which make him an invaluable asset on the development and build stages of Sites.

Mitch Ballard in our Nashville office began as an on-air talent in radio and television in his native Texas. He spent the next 16 years in the music business tour, managing major national acts, as well as writing songs with some of Nashville's finest and most talented songwriters.

In 1997, while working with hit country artist, Kevin Sharp, Mitch saw the value and need to be on the Internet. With an off-the-shelf web development program, Mitch launched KevinSharp.com. A large number of music based Web sites soon followed.

After more than a decade of traveling 200+ days out of the year managing artist concert tours, Mitch joined us and took advantage of the opportunity to stay at home versus running all over the country.



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With a long background in the music business, Mitch quickly developed Web-based applications for music booking agencies (currently serving 9 clients) and a system to manage concert tours. Rascal Flatts, Clay Walker and other national acts currently use his technology to coordinate and share all tour logistics with their staff.

Mitch is also adept in the worlds of e-commerce and multi-lingual Sites, which make him a significant contributor and member of the team.

B.) Project Team Members Experience

Aaron Hoffman, Senior Project and Account Manager

For over 16 years, I've been managing creatives in the interactive industry as well as founding and building my own successful interactive agency. My experience in this field has helped me understand how people work and to focus on their strengths while creating solutions for weaknesses. As a business owner, I did everything from sales to project and account management to production design work, programming, and animation. While I'm capable in many different areas, I feel my strengths lie in my communication and leadership skills. My infatuation with current technology and great design also helps me keep abreast of what is going on in the industry so I can properly advise and manage an interactive team.

Experience

19 Years in the Graphic Design Industry

16 Years in the Interactive Industry

10 Years Owning an Interactive Design Agency



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Software & Technology

Adobe Creative Suite - Photoshop, Illustrator, Flash, After Effects, InDesign, Dreamweaver, Microsoft Office, Basecamp, Assembla, HTML/CSS Scripting, Video/Audio Recording, Editing, & Encoding, Windows & Mac, + Much More...

Employment

The Johnson Group Director of Interactive November 2008 - Present

www.johngroup.com

The Johnson Group is one of the most successful ad agencies in Chattanooga. While they have been doing award winning advertising and marketing for years, they needed someone who could bring their traditional marketing into the digital age. I set up shop within the agency with one Sr. Developer and then brought on several freelancers and offshore companies to keep overhead low. In addition to standard web development, I educated the agency to understand social marketing, banner advertising, email campaigns, apps and more. Because of this all forms of interactive marketing are just as integral to our pitches and deliverables as any other form of marketing. Today there is still a small department of 4 interactive developers and designers, however we have 4 full time freelancers and 4 offshore companies that help us develop and maintain dozens of websites, mini sites, banner ads, streaming video, email campaigns, Facebook Tabs and Apps.

Clients that I produce interactive campaigns for at The Johnson Group include Krystal Restaurants, Mayfield Dairy, PET Dairy, Ntelos Wireless, US Xpress Trucking, Sunbelt Snacks, EPB and Signix.



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Tricycle, Inc. Director of Interactive October 2007 - November 2008

www.tricycleinc.com/www.tryk.us

When I started with Tricycle, they had an overwhelmed development department consisting of three very talented developers. They were unable to hit deadlines and they struggled with hiring talented developers and interactive designers willing to work in Chattanooga. I quickly utilized my network of professionals that I gathered from Tubatomic and cre824 and within 6 months I was able to hire three top quality interactive talents. I put in place a detailed schedule that was robert aaron hoffman

Tricycle, Inc.

aggressive yet realistic and worked closely with them to increase their potential. In addition, I hired a team in Serbia to handle development and design work and team in India to handle intensive software testing which greatly streamlined our process and improved our end product. When I left, the team was putting out the highest quality of work in the history of Tricycle and it was on time.

Tubatomic Studio

1997 - 2007 www.tubatomic.com

I started Tubatomic in 1997 with longtime friend Alex Ogle after we discovered a software process to convert video into Flash animation. Our first property was an animated series called Jonni Nitro which became an instant online hit in 1998. Within months, we had hundreds of thousands of people from all over the world viewing the series which was purchased by an entertainment company in Los Angeles called Eruptor Entertainment. We continued to produce the series until 2001 and today it is still optioned on the shelf in Hollywood to potentially be made into a movie.



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In 2000, I moved to Chattanooga to work for a startup company building a nationwide network for streaming media. The company was st3, and since they were fans of Jonni Nitro, they hired myself and Alex on as consultants to deliver new media on their network. We soon became part of st3's marketing department while we kept Tubatomic running. It was at st3 where we met our future Tubatomic partners - George Bairaktaris and Jason Fritts and in 2002 the four of us joined forces to develop Tubatomic into an interactive agency.

From 2002 to 2007, I helped develop Tubatomic Studio from 4 partners to an internationally recognized 12 person agency. My role was mainly in client relations, business development, and employee and project management.

Clients that I have managed while working with Tubatomic include Turner Broadcasting, Ruby Tuesday Restaurants, The Food Network, HGTV, Fine Living, Warner Bros. Music, and Intent Media.

cre824 Director 2005-Present www.cre824.com

In 2005, I was able to bring the Web-Design Intl. Festival to Chattanooga which we branded as cre824. After flying the French coordinators to Chattanooga to meet with city leaders and see our facilities, we were told that the event was ours. We were also told we had 5 months to organize the conference, advertise it, raise money for it, design a website, print materials, and banners, and get well known speakers from around the country to come speak at it. While I had a good bit of help from volunteers inside and outside of Tubatomic, I spearheaded the project and did whatever I could to make it a success. In November 2005 cre824 was held in Chattanooga, and with only 5 months to develop, had an audience of over 650 attendees and 2000 online viewers. The lineup of speakers included some of the most talented people in the Web Industry today and included Joshua Davis, Kevin. Rose & Alex Albrecht, Shaun Inman, Bradley Grosh - just to name a few. I hosted the



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final event and announced the winners of the 24 hour web design competition. I also traveled with the winners to France in 2006 where they competed for the international crown along with 14 other countries. The U.S. team ended up winning the whole festival and proved that a great event in Chattanooga can turn out world class design.

st3 2000-2001 Media Consultant/Senior Designer

My responsibilities at st3 included researching and using the latest technologies to deploy on their network. In addition to Flash, we used QuickTime, Windows Media, and RealPlayer to deliver media for companies such as Apple, Major League Baseball, and the Trinity Broadcast Network. I also did web design there and became very familiar with shooting, editing, and encoding video.

Honors and Awards

Guest Speaker, IdN Fresh Conference 2000, Hong Kong

Apple Design Award, Quicktime Design, 2003

Guest Speaker, Web Design International Festival 2004, Limoges, France

Ten Show 2005 / AIGA - Tennessee

Gold Medal

Category: Interactive-Website

Guest Judge, Web Design International Festival 2006, Limoges France



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Interviewed, published and aired in several media outlets including - SPIN, CNN, BBC UK, MTV Online, Playboy Online, TV Guide, Computer Power User, International Designers Network Magazine, Gasbook, and Flips Magazine.

Brian May President, Senior Creative Director

Brian is Maycreate's center and through his leadership the agency continues to grow and evolve with our ever-changing industry and marketplace. Brian founded the agency on the premise that the majority of our clients should represent and serve "the greater good." So far, the company has lived up to that promise.

Brian has worked on a number of the world's most recognized brands, like Black and Decker, US Cellular, Sprint, Volvo and Hardee's. The work was honored with Tellys, ADDYs, Webby's and more. More importantly, Brian has worked with countless non-profits and charities in Chattanooga, from the Children's Home Chambliss Shelter to the Aim Center for Mental Health to the Chattanooga Area Food Bank. He's also served on a number of voluntary boards, including ReStart for Adult Education, The Library Task Force, Allied Arts and more. Brian doesn't just pay lip service to serving the "greater good," he does it on a day-to-day basis.

Strategist. Entrepreneur. Savvy businessman. Creative guy. Brand designer. Brand builder. Brian has done it all. His 18 years in the business have been filled with accolades from clients and the feeling that somewhere in the world, someone is better off because of his efforts.

Hire Heroes USA is a good example. Brian took the project on pro bono. Re-designed and re-built the Web site - a huge task. More than 270 hours were invested. But he couldn't let down those veterans, many disabled, returning from the wars in Afghanistan and Iraq with no job to come home to. Since the Site has been up, hundreds of these men and women have found good jobs and promising careers.



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Market a film titled *Spaces Between Breaths*, that tells the story of those parents who have lost a child? Another pro bono undertaking that was not about to go unnoticed. Brian oversaw package design, arranged for printing, looked into distribution. And now, many will be sharing in this touching story.

Prior to beginning Maycreate Idea Group in 2001, Brian sat on the Executive Council of a \$4.8 billion dollar corporation, where he served as the Chief Branding Officer. At Maycreate, he oversees a client roster that includes the third largest non-profit in the city, The Community Foundation of Greater Chattanooga, which serves over 200 charities and organizations.

Brian's work has been featured in *Graphis*, *Print*, *Communication Arts* and *Graphic Design USA*. But at the end of the day, it's not about the awards, it's about reaching out to those in need through the work we create.

Monty Wyne, Senior Creative Director, Brand Strategist, Maycreate

Government business is familiar ground for Monty Wyne. He spent over 26 years on the creative side of Advertising, Marketing and Branding with J. Walter Thompson (JWT). From '87 to 2004, he worked with the United States Marine Corps, the Federal Emergency Management Agency or FEMA, the Environmental Protection Agency (EPA), the Department of Housing and Urban Development (HUD) and the Georgia Department of Industry, Trade and Tourism (GDITT), while he was a Group Creative Director at J. Walter Thompson (JWT) in Washington and JWT Atlanta.

He managed a staff of art directors and copywriters and all the creative work for the United States Marine Corps (USMC) for 17 years. This included heavy broadcast experience, both radio and television, much of it award-winning work. The spot titled



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"Sword" won a Bronze Lion at the Cannes International Film Festival. The work was also honored with numerous Gold and Silver EFFIEs. These awards are made by the American Marketing Association (AMA) and honor the industry's most effective and significant advertising efforts in the U.S.

He led the creative effort on the EPA's SmartWay™ program. SmartWay is committed to promoting smart transportation choices for individuals and companies. It's about making smarter vehicle choices, creating fuel options and finding smarter ways to move freight. Radio and television spots were created for the campaign, as well as print. The campaign is in its 10th year and continues to be successful.

Monty joined Maycreate in December 2007 as Senior Creative Director and Brand Strategist. His first assignment was to help the creative department develop a campaign for the Community Foundation of Greater Chattanooga (CFGF). We were asked to create a campaign that changed the behavior of givers, by encouraging people to give online versus mailing or dropping off a check. A campaign of ½ page, 4-color newspaper ads, which posed intriguing questions was developed. To find the answer, people had to visit CFGF's Web site (*See Attach*). Since the campaign began, visits have increased over 250 percent and online giving has grown over \$120,000.

Allied Arts, a private, non-profit united arts fund and arts council, needed an Advertising and Marketing campaign that reached all Chattanooga residents, making everyone a vital and important voice for the arts. Until now, the arts had been viewed as something for an elite audience. Monty helped create and launch a campaign entitled "What Is Art To Me?," where everyone was asked to define art on his or her own terms. They could upload their examples of art via a digital photograph to a Micro site, WhatIsArt2Me.org, that was specifically created for the campaign. (*See Attach.*) To encourage submissions and contributions, monthly prizes were awarded and all who entered could compete for the grand prize, a trip for two to one of the country's top 25 art destinations, Washington, D.C. The campaign was kicked off the first of the



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year and since then Allied Arts has had over 3,500 submissions and collected thousands in donations.

Cause related Advertising and Marketing is something Monty is not only committed to, but derives a great deal of personal satisfaction. As a matter of fact, he has devoted and continues to devote a lot of his time outside of work to charitable organizations, like Girls, Inc. and GARRS, the Georgia Radio Reading Service, March of Dimes and others.

Glen Austin, Senior Interactive Director, IT Director

At one point in Glen's storied career, he had studied to become a doctor. After three years of anatomy, biochemistry, physiology, microbiology, pharmacology, and you name it Glen decided to change directions. He switched his program of study to Computer Science. Glen is the kind of person who likes solving puzzles so Glen and Web site development were a perfect fit.

Before Glen came to Maycreate, he worked as an Apple Certified Business Partner.

There he specialized in Systems Engineering developing desktop publishing and non-linear digital video editing systems. After Apple, he joined Atomic Films in Chattanooga, the city's largest production company, as their Interactive Director. He built Atomic's interactive division and also put together a Web development team, as well as CD-ROM interactive.

Glen is very industrious and after working for other companies decided it was time he worked for himself. That's when he started ADG or Austin Development Group, which became a stand-alone Web development firm. He built the backend for numerous Web sites.



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Glen enjoyed working for himself, but between paperwork, balancing the books, keeping clients happy and spending mornings and afternoons as the company's only salesman and working at night as the company's only technician, he decided to rejoin the corporate world.

He went to work for st3; one of the largest streaming media companies responsible for the development of DRM (Digital Rights Management) for Web based video and audio streaming applications. Glen was one of the company's top developers.

Glen wanted some new puzzles to solve so he took a job with Smart Furniture, a company, which empowers its customers, from homeowners to business owners, to improve the attractiveness or productivity of home or business by designing their own spaces online. Glen developed I.T. infrastructure for the company and oversaw the complete development of their online presence, as well as their ecommerce experience.

After that Glen decided he would rejoin Brian May, whom he had worked with at st3. Brian had started Maycreate Idea Group and needed an IT Director. When you ask Glen what he does, he puts it this way, "I'm an architect, a linguist, a scientist all rolled up into one. I marry the aesthetic design to the technical application." Makes sense.



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Suggestions for effective launch and completion:

- 1.) Establish points of contact and conduct weekly status meetings, as well as daily email follow-through.
- 2.) Meet with important members of the client team after the awarding of the contract to plan and organize a "Discovery."
- 3.) Schedule and conduct the "Discovery" within a week to week-and-a-half of the initial organizational meeting.
- 4.) Determine who will attend the "Discovery."

Training:

Once the website is far along in the Beta testing portion, training will be scheduled with all involved parties. This training will ensure that the Office of Sustainability's staff will be able to add and publish content as needed.

A training session for your team is included. This training session can last from one to two hours, depending on the number of people and the technical knowledge and proficiency of those attending. Generally the session is conducted at our site, but we can also schedule the training to be held at your site with your team if that is more convenient.



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These are the standard tasks to be covered in the chosen CMS, which is Joomla:

- 1.) How to login to the administrative side of Joomla to update/maintain the site
- 2.) An overview of the organization of the Joomla interface
- 3.) How to create users and assign access privileges
- 4.) How to create Sections and Categories for organizing content
- 5.) How to create/edit Articles with the Article Manager
- 6.) How to use the features built into the Content Editor to input and format your content including copy, photos, graphics, tables, PDFs and video/audio
- 7.) How to create/edit modules and place them using the Module Manager
- 8.) How to create/edit menu navigation items using the Menu Manager
- 9.) How to utilize the SEO tools built in to Joomla
- 10.) Identify the resources available both in print and online for advanced, self-taught training.

If there is a need for additional training, it can be purchased at \$85/hr, which is a blended rate.

Test System:

The site will be built on a development server, which is owned and utilized by Maycreate. This system will be used for development, testing and training. The system will be accessible at *projectname.maycreate.com*. Once development is underway, the words "project name" will be replaced with the name of the client's project, such as *chattanooga.green.maycreate.com*.



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The client may check the Site at any time to monitor progress or any requested changes. The Site is available 24 hours a day, 7 days a week.

Once we have finished putting all the content (*copy, graphics, photos, video, audio, etc.*) up, all the coding is complete and we have been through the entire Site to make sure everything is functioning properly, which includes scrutinizing all browser compatibility, the client will check out all aspects of the Site.

Think of this as a "test drive." Kick the tires. Take it out on the road and floor it. Make sure all the "bells and whistles" are working. That the Site goes from 0 – 60 in no time. And that all eyes will be on it once it is launched, totally blown away by the 3-D visualization, interactive maps, virtual renderings and content that hold their attention every time they visit!

Functional Requirements and Strategic Goals

An Overall Plan for the Website Look-and-Feel:

During the Discovery Phase, Maycreate will decipher the best way to present the Chattanooga Green website with clear and intuitive navigation. All graphics will meet City guidelines as well as including 503c accessibility for disabled users.

Existing Web applications that the City uses, such as the 311 Call Center/CRM application will be integrated into the new Chattanooga Green website.



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Content Standardization:

All content will be entered through the Joomla CMS, which will set the proper size of graphics and photos for all platforms, including mobile devices. Videos will be entered into the Streaming Partner's system, which will encode 6 different sized videos as well as H.264 versions for mobile platforms. Once the browser/mobile device is detected, the Streaming Partner's service will serve up the proper sized video for that platform.

In the case of multi-lingual access, the Joomla CMS offers third-party translator plugins for a wide variety of foreign languages. Currently supporting 64 world languages, Joomla speaks more languages than any other Content Management System. If your site users speak one language and your administrators another, you can customize your language settings to serve their needs—even on an individual user basis. Whether you speak French, German, or Spanish, Joomla will do all the translating.

The Chattanooga Green's website will meet ADA compliancy with 503c accessibility requirements. This will ensure that disabled users can access the new Web site.

Content Development:

Maycreate will use the most current technologies, which are supported by current browsers and mobile platforms. This will ensure that the technology will be accessible 5 years from the time it's developed and with standard maintenance, can stay abreast of all future browsers and platforms.



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Search Engine Optimization:

The Joomla CMS system was developed with SEO in mind. The source code generated for each page is SEO friendly from a technical perspective. Each article (page) can be set to include relevant metadata including: description, keywords, robots and author. The key to any good SEO initiative is a technically clean Web site and relevant content. Included in this project is a technically clean website. Content generation is the responsibility of the client. In the case of advanced SEO initiatives we may want to utilize third party plug-ins which are readily available and can be installed into the Joomla CMS.

Through SEO, we can help your site get indexed and ranked according to its most relevant and vital content. This important feature can be a tremendous source to direct well-targeted traffic to your Site!



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SEO Best Practices will allow you to:

- Create unique, accurate page titles
- Make use of the "description" and keywords meta-tag
- Improve the structure of your URL's
- Make your site easy to navigate
- Offer quality content and services
- Write better anchor text
- Use heading tags appropriately
- Optimize your use of images
- Make effective use of robots.txt
- Be aware of rel="nofollow" for links

Google Algorithm:

Can be broken down into two major groups:

On-page (keyword) factors:

Keyword factors involve, how where and when keywords are used. Meaning how well your website is optimized for your most important keywords, and if those same keywords appear in your content and in links. Keyword factors determine page relevance.



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Off-page (link) factors:

These include the quantity and quality of links that point to your site. Link factors determine page importance and are related to Google Page Rank (PR). Links play a VERY important role in getting high rankings, particularly for competitive markets.

Cost Proposal:

Software Licenses	\$3,200.00
Project Management	\$20,000.00
Standard Implementation Support	\$12,000.00
Training	\$7,000.00
Travel Expense	\$3,500.00
Marketing	\$120,000.00
Annual Maintenance and Support	\$12,000.00
Conversion	\$50,000.00
Software Customization	\$150,000.00
Reports	\$0.00
Total	\$377,700.00

